

August 3, 1979

INTRODUCTORY STATEMENT BY DONALD M. KERR, JR.
DIRECTOR, LOS ALAMOS SCIENTIFIC LABORATORY

INTRODUCTION

The primary mission of the Los Alamos Scientific Laboratory is the application of science and technology to problems of national security. In this regard, national security is best defined as the combination of our military posture, our arms control commitments, and our need to provide a secure energy supply for the future. We should deter, to the best of our abilities, what outgoing Secretary James R. Schlesinger has called "the revolution of declining expectations." Accordingly, LASL will continue to bear a major responsibility for the development of nuclear weapons and research on verification techniques. Secondly, the Laboratory will develop new approaches and technologies to assist in the solutions to our national energy problems. LASL will maintain an eminent position in those sciences appropriate to its evolving mission and improve its abilities to evaluate and communicate the effects of new technological applications.

External Environment

1. The Laboratory's relationship with its sponsors has changed substantially in the past decade, in going from the relatively restricted activities of the AEC to ERDA--which was broader based as an energy R & D organization--to DOE, which is a cabinet-level department--with all its regulatory powers--and a different outlook on the Laboratory's activities. Also, new programs in the Laboratory in the energy area alter the relationship of the Laboratory to industries on the one hand, and to universities on the other, since it is now no longer a case like weapons activities which are entirely within the Government.

2. The external environment is also defined by our national security policy, which has 2 facets:

- The defense posture and, from the Laboratory's viewpoint, simply the question of what nuclear weapons will be developed and maintained to what nuclear weapons will be replaced, altered or phased out.

- The various arms control initiatives--including technology support, which verifies arms control treaties and affect weapons programs.

3. Limits to growth imposed by DOE on the Laboratory through the Institutional Plan affect the manpower ceiling and the limitation on facilities--only a certain number of employees can be housed.
4. Congressional support. In the past, New Mexico had members of Congress with long service and seniority. Today, that is no longer the case. Now, to some degree, we must look to members of delegations outside New Mexico to support new program proposals and assist us in maintaining continued program funding.
5. The changing nature of our relationship with the University of California. While we are comforted by the Regents' vote of a few weeks ago, we are also exploring ways to strengthen our relationship with the University, and making contingency plans for new arrangements to better serve the nation's needs.

General Responses

1. Combination of the limitations in personnel strength, facilities and resources appropriated by Congress make it imperative that we establish Laboratory priorities.
2. Develop planning and budget expertise to support tradeoff decisions between alternative projects and areas of expertise.

3. The Director and his staff need better information and advice on technical quality, cost, scheduling and future potential of programs.
4. Other objectives include: strengthen program/project management, reduce separations between weapons and non-weapons, increase flexibility and allow resource concentration, and separate people management from project management. We need to revise some of our organization procedures and activities to increase the effectiveness of the Laboratory.

Reorganization Details

In order to better spell out the management functions of the Laboratory, I intend to restructure the delegation of top level responsibility and authority to allow participation by a greater number of Associate Directors in management decisions. The majority of the technical staff in the divisions will report to 3 Associate Directors, who are distinguished largely by the disciplines in their areas of responsibility.

These are:

- Associate Director for Physics and Mathematics,
- Associate Director for Chemistry, Earth and Life Sciences,
- Associate Director for Engineering Sciences.

To maintain both the uniqueness of Los Alamos as a weapons laboratory, and to give visibility to programs and persons responsible for this uniqueness there will also be an Associate Director for National Security Programs. Unlike the preceeding 3 associate directors, I will not have technical divisions reporting to the Associate Director for National Security Programs, but will have a set of 6 program offices to handle the various aspects--the inertial fusion, safeguards and security, and finally our DOD reimbursable activities. In addition, there will be a

Weapons Planning Office to support ADNRP. There will be changes in the administrative and support areas as well. The activities for the Associate Director for Administration will be split into those areas that are clearly administrative in nature, and those that are technical support.

There also will be a Controller at the Associate Director level. For program managers in the national security program areas, and those engaged in other technical areas, the Office of the Controller will be a means of resource allocations and will provide assistance in preparing financial plans, and will be able to provide accounting services necessary to our purpose.

Finally, the 2 other new elements to the organization will be an Assistant Director for Planning and Analysis, who will provide the internal analysis to operate future programs; and evaluate both present programs and terminating programs. In addition, this office will have the responsibility to update our Institutional Plan once a year.

The final element that is different in the LASL organizational structure--quite a bit broader in scope than the box labeled Institutional Relations under the present IRTL--is a new pursuit that we may call something like the office of external affairs. We should develop a broader program in this area than that presently being pursued. This office should encompass all public information, Congressional Relations, Governmental activities, interactions with Universities and public interest groups--the world at large--activities. PUB will form one of the building blocks for this expanded function. Frank DiLuzio, the present Assistant Director for Institutional Relations and Technology Liaison, will help the Director and PUB evaluate what further resources are needed to better handle our

outreach programs.

One final element that cannot be shown on an organizational chart, but needs definition, is the relationship between our basic research, which is funded by weapons or indirect, and the applied technology needs for the majority of the Laboratory programs. Since there is no Associate Director for Research in this organization, you might be asking who will be allocating these funds. I believe this to be our investment account and feel that we need a strategy based on careful analysis of current Laboratory programs; in addition, we need to plan for those programs which we might involve ourselves in the future. The Supporting Research funds should be used for 2 purposes: the pursuit of excellence in the technologies that we know will be needed in the future, or in the technologies that we will find or develop later, as we add to Laboratory capabilities. In addition, these funds should also be used to attract high-quality professionals to staff our future programs.

Associate and Assistant Directors

Associate Director for National Security Programs--Richard D. Baker, acting

Associate Director for Physics and Mathematics--Robert N. Thorn (double-hatted), acting

Associate Director for Chemistry, Earth and Life Sciences--George A. Cowan

Associate Director for Engineering Sciences--Kaye D. Lathrop

Associate Director for Support Services--Charles I. Browne

Associate Director for Administration--Rosemary Harris

Controller (Associate Director level)--acting to be named

Assistant Director for Planning and Analysis--search and selection

Assistant Director for Institutional Relations--Frank C. DiLuzio

(will work with Director and PUB to define what further resources are needed to handle our outreach programs.)

National Security Programs Managers

William E. Deal -- Weapons Research and Development

Allan L. Conner -- Weapons Program

John C. Hopkins -- Test and Verification (includes arms controls)

Roger B. Perkins -- Inertial Fusion

William H. Chambers -- Safeguards and Security

To Be Determined -- DOD Programs